

**LOS ANGELES POLICE DEPARTMENT
LOS ANGELES P.D. LEADERSHIP PART III
1850-10913
Expanded Course Outline**

Course Goal: To provide the student with the ability to understand the role of the Supervisor in the area of Leadership. Challenge each student to develop and achieve their personal potential and integrate the course content into daily leadership practices.

Course Objectives: Using lecture, group discussion, learning activities, and practical application the students will:

- Understand the leadership process from an organizational level of analysis
- Identify different variables that our senior leaders must consider in decision making
- Understand the forces in the environment that affect the organization
- Define the Organization's culture
- Understand the importance of a Leader's ethical conduct

References: Instructors, facilitators and training supervisors shall ensure that current references are utilized.

Day 1

I. Organization as an Open System. 0800-0930 (90 Min)

A. Overview of Course.

1. Viewing the leadership process from an organizational level of analysis.
2. An understanding of the different variables that our senior leaders must consider in decision making.
3. Open systems model of organizations consisting of a complex set of interdependent components existing in and interacting with its external environment.

B. Components.

1. The organizational throughput processes, goals and values, technical, psychosocial, structural, and leadership components.

C. Stakeholders Inside & Out

1. High threat, high cooperation-have a great amount of potential influence over our organization, but also wish to cooperate with us.
2. High threat, low cooperation-have a great deal of power and are not likely to cooperate.
3. Low threat, high cooperation-are a valuable potential resource available for organizational leaders.
4. Low threat, low cooperation-neither threatening nor cooperative and are generally concerned about only a narrow range of issues.

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II. Managing the Environment. 0930-1145 (130 Min)

A. Overview of Course

1. As an organizational leader, we must seek to protect the primary or technical core functions of our organization. Forces in the environment that affect the organization can be classified into two major categories, environmental uncertainty and organizational dependency.

Lunch 1145-1245 (60 Min)

Managing the Environment

1245-1430 (105 Min)

B. The Environment.

1. Environmental influences are found both within and outside the organizational boundaries.

C. The Technical Core.

1. The primary, central activity that defines the organization.

III. Study 1430-1700 (150 Min)

Day 2

Instructional Goal: To provide the student with ability to understand the role of the Supervisor in the area of Leadership. Challenge each student to develop and achieve their personal potential and integrate the course content into daily leadership practices.

IV. Shaping Culture. 0800-0945 (105 Min)

A. Overview of Course

1. Will help us define and understand an organization's culture and Design the specific actions that leaders can take to influence their organization's culture.

B. Strength of Culture.

1. A function of the stability, longevity, and intensity of group experiences.

C. Implications of Leaders.

1. Leaders can actively shape the organizational culture.

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D. Identifying Culture.

1. Discover the artifacts, identify shared values and experiences.

V. Resistance to Change. 0945-1145 (120 Min)

A. Overview of Course

1. Leaders must maintain communication networks throughout their internal and external environments. The best tactic is to keep your eyes open for any of the common sources of resistance.
2. There are three general categories why change is resisted. Individual, group, and organization levels.

B. Individual Level.

1. People do not perceive any need to change.
2. Individuals feel they will lose something of value.
3. People suspect they will be exploited.
4. Individuals fear they will be unable to learn new skills.
5. People had a negative past experience.

C. Group Level.

1. The changes poses a threat to group norms.
2. The change poses a threat to group cohesion.

D. Organization Level.

1. Time to accomplish the change may be prohibitive.
2. Tradition may reject the change.
3. Organizational design may make the change too difficult.

VI. Ethical Leadership and Values. 1245-1600 (195 Min)

A. Overview of Course

1. Without ethics, the leader has no credibility. Ethical conduct is fundamental to being a leader.
2. It is the responsibility of the leader to shape the ethical climate of the organization.

B. Set clear Guidelines.

1. Reinforce guidelines regularly. Ethical guidelines must be modeled by the leader, discussed with subordinates, and reinforced on a regular basis.

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C. Monitor Stress and Competition.

1. Make sure it does not become dysfunctional to ethical standards. Stress must be noticed by the leader and aggressively mitigated before ethical disaster strikes.

D. Reward only Ethical Behavior.

1. Leaders must move swiftly and publicly to renounce deviations from ethical conduct, and just as enthusiastically to congratulate those who make appropriate moral decisions.

VII. Study

1600-1700 (60 Min)

Day 3

Instructional Goal: To provide the student with the ability to recognize various adult learning styles and to apply educational theory and strategies within the law enforcement Field Training Program.

VIII. Class Business

0800-0945 (75 Min)

A. Overview of Course

1. Students view a popular film and apply the theories.
2. Students are called upon to discuss their findings.
3. Student journals focusing on a personal experience involving theory that were taught during lecture.

IX. Integration III Titans

0945-1145 (120 Min)

1. Show Titans

1145-1245 Lunch

X. Integration III

1245-1430 (105 Min)

- A. **LEARNING ACTIVITY:** Application Exercise - Group Discussion
1. Identify
 2. Analyze
 3. Select
 4. Take Action
 5. Assess

XI. Study

1245-1700 (225 Min)

1. Independent Study
2. Preparation for next session

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Day 4

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XII. Command Panel 0800-1000 (120 Min)

A. Overview of Course

1. Submit three questions to command panel.
2. Direct leadership questions to three-person command staff panel.
3. Receive different points of view on handling situations from panel.

XIII. 360 Degree Survey Results 1000-1145 (105 Min)

1145-1245 Lunch

XIV. Degree Survey Results 1245-1430 (105 Min)

A. Overview of Survey

1. Receive surveys that were returned to West Point Leadership from students' peers, subordinates, and supervisors.
 2. Compare the survey you completed to the ones returned by your peers, subordinates, and supervisors.
3. Pair up with a student from the class and discuss survey.

XV. Conference on Final Projects 1430-1700 (150 Min)

A. Overview of Content

1. Discuss twenty-page final project that is due at the end of Area IV.